



**CALIFORNIA WORKFORCE INVESTMENT BOARD  
ADMINISTRATIVE COMMITTEE  
MEETING NOTICE**

**April 11, 2008  
9:00 a.m. – 12:00 p.m.  
KB Homes  
10990 Wilshire Blvd.  
Los Angeles, CA**



Lawrence Gotlieb  
Chair

Chris Essel  
Vice Chair

Arnold Schwarzenegger  
Governor

Barbara Halsey  
Executive Director

**Audio Teleconference Site:  
California Workforce Investment Board  
777 12th Street, Suite 200  
Sacramento, CA**

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**AGENDA**

- 1. Welcome and Announcements – Larry Gotlieb, Chair**
- 2. Update – Executive Director's Report**
- 3. Action – Approval of Administrative Items**
  - **October 10, 2007 Administrative Committee Meeting Summary**
  - **February 1, 2008 Administrative Committee Meeting Summary**
- 4. Discussion – Future Direction of State Board and Special Committees**
- 5. Public Comment**
- 6. Other Business that May Come Before the Committee**

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Meeting conclusion time is an estimate; meeting may end earlier subject to completion of agenda items and/or approved motion to adjourn. In order for the Committee to provide an opportunity for interested parties to speak at the public meetings, public comment may be limited. Written comments provided to the Committee must be made available to the public, in compliance with the Bagley-Keene Open Meeting Act, §11125.1, with copies available in sufficient supply.

Individuals who require accommodations for their disabilities (including interpreters and alternate formats) are requested to contact the California Workforce Investment Board staff at (916) 324-3425 at least ten days prior to the meeting. TTY line: (916) 324-6523. Please visit the California Workforce Investment Board website at <http://www.calwia.org> or contact Daniel Patterson for additional information.

**Welcome and Opening Remarks**

**Update – Executive Director’s Report**

## **Transformation Roundtables Overview to Date**

To date, the California Workforce Investment Board has convened three Transformation Roundtables.

- Southern California was held on December 13, 2007 in San Bernardino.
- Northern California roundtable was held on January 7, 2008 in Oroville.
- Central Valley roundtable was held on January 14, 2008 in Merced.

Each Local Workforce Investment Board was asked to put together a team of leaders representing workforce, economic development, education and labor.

*Note: We have a roundtable scheduled for Oakland on March 28, 2008 and Ventura County on April 9, 2008. We have also received request to hold a Los Angeles County (focused) roundtable, which we will begin planning.*

### **Initial Feedback**

The following themes have emerged from the initial Transformation Roundtables:

- State level economic development strategy that promotes the role of education and workforce development, which will provide guidance to state and local programs.
- Redirection of K-12 to be responsive to economic need – from marketing Career Technical Education to giving local areas more flexibility with their school districts. For example:
  - Reoccurring comments that information on career opportunities to students needed to be provided before High-School (e.g., participants suggested 7<sup>th</sup> or 8<sup>th</sup> grade and by 5<sup>th</sup> grade)
  - Counselors needed better data regarding existing and margining career opportunities.
- The California's economic competitiveness is dependent upon is lower the dropout rate, increasing educational attainment, and ensuring our students (K-16) are job ready.
- Industry cluster focused programs need to be furthered to ensure workforce development is addressing the needs of California's major industries, economies, and rallying the partners around regional industries.
- The State needs to begin focusing more on outcomes rather than programmatic program measures and compliance.
- The need for regional incentives for regional planning, collaborations, and mergers (LWIA mergers).
- Provide technical assistance to the local areas around the California Regional Economies Project methodology and clusters of opportunity.
- Building a mechanism to share best practices that help to drive policy from the local areas up to the state.

## **DOL Transformation Plan**

This winter Barbara Halsey and the Transformation team attended the Employment and Training Administration's Transformational Forum in Seattle. The forum was the first event of a continuing commitment by the ETA, to support California's efforts in creating innovative service delivery strategies for its workforce system customers.

At the end of the forum each team was asked to create a strategic action plan that would encapsulate the goals discussed at the forum as well as a technical assistance request that would allow ETA to support ongoing transformation efforts. Accordingly ETA is developing an assistance strategy that will leverage existing resources while supporting action and progress towards our goals.

The California Workforce Investment Board is taking advantage of this opportunity to pursue technical assistance funding for our system to bring about the kind of transformation we envision - from workforce development to Talent Development System.

The areas the California Transformation Team identified are:

- I. Change Management
- II. Transformation Forums
- III. Staff Development and Capacity Building
- IV. Workforce Intelligence
- V. Information Technology Solutions

The strategy as well as the technical assistance request was submitted to ETA on March 15, 2008. The plan is not meant to be binding; rather it is meant to be used as a dynamic planning tool for the team.

The plans will be incorporated into a showcase event at the Workforce Innovations Conference on July 15-17, 2008 in New Orleans.

ETA is also encouraging strategic workforce investment partners to submit learning lab proposals to this conference, as well as any workshops that may high-light early successes or transformation issues of note.

**Action: Approval of Administrative Items**

- **October 10, 2007 Administrative Committee Meeting Summary**
- **February 1, 2008 Administrative Committee Meeting Summary**

**Administrative Committee Notes  
October 10, 2007**

**In Attendance:**

Vickie Bradshaw  
Chris Essel  
Ray York  
Jamie Fall  
Audrey Taylor  
Ed Munoz

Larry Gotlieb  
Barbara Halsey  
Jose Millan  
Tim Rainey  
Jamil Dada  
Dennis Petrie

There were three representatives from sites selected to participate as project sites in the state's integration efforts.

**Welcome and Announcements:**

Larry Gotlieb welcomed everyone and had each person introduce themselves.

**Update Executive Director's Report:**

Legislative Update (Barbara Halsey): Senate Bill (SB) 302 from Senator Ducheny; 2-year bill. We don't anticipate anything happening with the bill this year, but will continue to watch it. Some of the intent of the bill is to institute technical clean up language for Workforce Training Act (SB 293).

Common Measures Waiver: No issues to report. The approval of the waiver will require renegotiation of some performance measures with the local areas.

One Stop Cost Study. Jamie Fall is meeting with Emily DeRocco on Oct 22<sup>nd</sup> to discuss the findings included in the study - Barbara will be participating by conference call. There is no opposition to the study. However, there is some concern from the California Workforce Association (CWA), about the methodology used to gather the data and the conclusions reached. We are working with CWA to respond to these concerns and clarify some of the findings in the report.

2006-2007 Annual Report: We are working on the narrative and will have the final report completed later this month. We have had this discussion with our contact at the DOL and approved our approach and timeline.

California's Career Technical Education Plan. Kathleen Milnes has represented the Board and Dennis Petrie also facilitated the workgroup meetings preparation of the CTE plan. The State Board is strongly mentioned and the Governor strongly supports K-12, Community College and State Board linkages. The final CTE Plan will be discussed at the next board meeting.

There were no additional questions on Executive Director's report.

**Approval of Administrative Items:**

**June 18, 2007 Administrative Committee Meeting Summary** - The meeting minutes as recorded were approved by all members present.

**Integrated Service Delivery Policy** - In January 2007 there was a consolidation within the Employment Development Department (EDD) of the Wagner-Peyser and Workforce Investment Act (WIA) programs. There was also a training conducted on integration by a national consultant that included state and local area representation. This draft policy framework will be the basis of developing pilot projects in 12 local areas for the purposes of testing functional staffing needs, common customer flow, counting number of services delivered and received, etc. The integration effort will involve all the federally funded programs (Trade Adjustment Act/Veterans/Migrant Seasonal Farmworker/Wagner-Peyser Act/WIA. One of the key local issues is performance standards. We do not currently have the ability to count all the services that the system provides, and our system still reflects a silo/funding stream approach that is not harnessing the capacity of the system. One of the tests of this effort will be to enroll everybody that comes through a One-Stop, track the full array of services they receive so that we can tell the whole story of California's system, and therefore be better positioned to negotiate with the Department of Labor and make a better argument when they make funding cuts to WIA and the adverse effects that these are having in CA, versus the impact in other states. Larry asked what was the local concern and that "as employer I am most concerned about the quality of employees referred to me by the system. Chris Essel asked how they are going to track services in One Stops if shopping occurs – how will this be a statewide count and not a local count." Barbara Halsey stated that this is a draft policy and provides a framework to answer some of these questions. Dennis Petrie said that the intent is to track the outcomes of individuals, those results are a direct correlation to the quality of services provided by the One Stops. Vickie Bradshaw stated that we are willing to test something if it is viable. DOL should be willing to take a look at revising the performance standards. The purpose of the system is to serve all clients that walk in our doors, not creaming.

Dennis stated that 4-5 states are already embarking on an integration effort and performance has not been adversely affected. Jamil Dada asked if this will provide a more accurate reflection of what the system is achieving or merely the number of people it enrolls. Barbara stated that the CWA's concern is that we create our own system and not adopt others. Barbara said that the DOL is hosting an integration team meeting in Seattle. Dennis reiterated that we are trying to obtain better data so we could track clients in the system for a longer period of time.

Vickie Bradshaw moved to approve the draft policy. It was approved by all members present.



**WIA 25 Percent Rapid Response Funds** - Dennis Petrie said that the current practice is to accept the applications on a flow basis throughout the year, while holding some funding aside as bridging funds for local areas in case there is a delay in approval of the state budget. This process is creating an issue with DOL as they are viewing these as unspent funding. There was a policy decision to not hold funding will begin issuing these dollars to locals as applications are received. The DOL allocations do not include a hold-harmless provision, and as a result California has lost 47 percent of its funding in this category. Vickie Bradshaw stated that we are out of money now (1<sup>st</sup> Quarter of the Program Year). If we need additional Rapid Response funding, DOL will have to respond, but it will not be rapid. Larry stated that this issue should be discussed during our next meeting with Representative Miller. Dennis Petrie mentioned that EDD is developing a National Emergency Grant application for the mortgage industry.

Dennis mentioned that AMGEN in Ventura County is losing 1,700 jobs. Vickie Bradshaw said that the industry statewide has a huge need for skilled labor. How do we as a Board facilitate this? Tim Rainey said that there is a skills transfer that can be used to other industries and ask how we aid transition from residential to commercial building trades.

There was some discussion relative to not looking at one employer in an industry to determine our response, but whether that loss of jobs is an indicator of other issues for us and that industry. Right now bio-tech industry is growing in other parts of the state.

Vickie Bradshaw said that we will continue this policy of spending down our rapid response funding and will need to coordinate with DOL and Congress. Locals should also be advising us when they see local industry shifts. Audrey Taylor said the economic development entities can also do a better job of looking at these shifts, not just growth but also declining industries.

**Roundtable Forums** - Barbara briefed the current status of the planning for the first roundtable forum to be conducted in San Bernardino on October 29<sup>th</sup>. Chris Essel asked what the content of the roundtables will be. Barbara replied that it will be a discussion between local directors and their teams, which will be made up of representatives from economic development, education entities, local board, organized labor and business and industry. The purpose of which is to begin the effort present a regional strategy and begin a dialogue with these keys players and to present some of the benefits to regional partnerships that form to respond to regional economic indicators. The clusters of opportunity methodology will be discussed as a possible tool that can help identify these opportunity so that regional strategies and partnerships can be formed to respond

**Next Board Meeting** - Barbara Halsey said although the Board typically has a meeting late in the calendar year, she proposed that the next Board meeting be scheduled in January 2008. This will give the staff the opportunity to conduct the first series of transformational roundtable forums and will provide a summary of our efforts at that time. All present agreed.

Jamil Dada said that we need to develop our message to Congress and DOL as there are trips planned in February. He also asked if California will be sending a team to the DOL Integration meetings. Barbara stated that her and Dennis, as well as representatives from the pilot projects sites will be attending the conference. She and Jamie will develop a team list for California. DOL may provide capacity building funds to help states attend the conference.

Audrey Taylor mentioned the roundtable forum to be held in Northern California. She said that there was the possibility of doing some press meetings, Rotary Clubs, etc., and mentioned a facility in Butte County for the meeting. There will be some planning outside of the meeting to finalize the forum in Northern California.

There was no additional business or public comment. The meeting was adjourned.

**Administrative Committee Summary  
February 1, 2008**

**In Attendance:**

Jamil Dada  
Jamie Fall  
Barbara Halsey  
Kirk Lindsey

Jose Millan  
Ray York

Larry Gotlieb was not in attendance, Jamil Dada was acting Chair. There were insufficient members in attendance for a quorum.

**Welcome and Announcements:**

Jamil Dada welcomed everyone and asked the members in attendance to introduce themselves.

**Update Executive Director's Report:**

Barbara Halsey gave the Executive Directors Report.

Ms. Halsey gave a legislative update, highlighting bills that the California Workforce Investment Board (State Board) is tracking this included;

**Senate Bill 309** - Makes minor amendments to state insurance code as well as minor amendments to SB 293.

**Senate Bill 21** - The Regional Education and Economic Integration Initiative.

Ms. Halsey also announced the winners of the RC/LC RFP. Southbay Workforce Investment Board received \$50,000 for local coordination, NOVA received \$50,000 for local coordination, Orange County received \$40,000 for regional cooperation, NCCC received \$30,000 for regional cooperation, and Verdugo received \$30,000 for local coordination. Project descriptions are available and will be submitted to the board at the next full board meeting.

The Cost Study findings have been presented to the Employment and Training Administration. The Cost Study is the first of its kind and has been very well received. Rick Moore Cal State Northridge (project lead) was asked to also give a presentation to the CWA Local Board members.

The governors Prisoner Reform Strike Force has submitted a report titled "Meeting the Challenges of Rehabilitation in California's Prison and Parole System". Ms. Halsey publicly thanked Jose Millan for introducing her to that strike force. The One-Stop

workforce system has many opportunities to address this population. Ms. Halsey met with a team of 30 people comprised of Local Workforce members and CDCR representatives, in an effort to design a comprehensive reintegration program. For the next 12 months this team will be working on a reentry program modeled after project RIO in Texas, where the Texas Department of Corrections and the Texas Workforce Investment Board have a strong relationship.

In November Ms. Halsey attended the National Network of Sector Partners meeting in Denver. There, the second round of opportunities around sector policy strategies was announced and an RFP is anticipated in March. In mid-February a state leadership team will meet to discuss what approach to take in regards to sector policy strategies.

The Department of Labor held two Transformation Forums, the first in Seattle and the second in Chicago, and invited states to design teams for the purpose of looking at what the talent development system needs to become in order to meet the economic challenges of the nation. As part of the process each state team was asked to design a plan and technical assistance request to be submitted to the DOL by the end of March.

Ms. Halsey encouraged State Board Members to learn more about the Integration Services Strategies effort by visiting the California Workforce Association WIKI. Here, members can view the minutes from meetings, the work that is going on, and participants on the integration team.

The Perkins act is up for approval in April. Board members have been involved in the public hearings and have influenced the language of the act as well. There has been a shift in the language to include local planning with local boards.

Jose Millan clarified that the act itself was approved last year, what is happening in April is the approval of the Perkins Act State Plan that will be submitted to the Department of Education. The plan will be sent out the stake holder groups for approval in March and then submitted to the Department of Education in April. The plan can be viewed at the Community College or the Department of Education websites.

A few RFPs were announced by DOL;

**Science Technology and Mathematics grant solicitation** – There will be a total of 5-7 awards nationally for an estimated \$1.5 million - \$2 million each.

**Energy Construction Grant Solicitation** - There is a total of \$10 million with each grant at around \$500,000 - \$1 million each. The grant requires strategic regional partnerships.

Ms. Halsey concluded her update.

### **Action – Approval of Administrative Items**

No action could be taken as there was not a quorum

### **Public Comment**

Nevada County has requested to join the Nortec Consortium and there were several comments relating;

Michael Indiveri a member of the public commented that the modification request application, question four, refers to how this boundary change will align workforce, education, and economic development in the new area. This information is lacking in Nevada County's request. While the application does have good information in it, the question of how it will align workforce systems in that region should be addressed.

Allison Lehman, Director of the Department of Social Services in Nevada County, represented the counties strong interest in joining the Nortec Consortium and to support the staff recommendation of the State Board as well. Two years ago the Nevada county board of supervisors received a letter from Golden Sierra expressing there intent to move away from One-Stop operations to solely administrative functions. This forced Nevada County to look for a viable One-Stop operator or take on the task itself, which it simply could not do. What it did was look at the pros and cons of joining Nortec and found that this was the most viable option.

George Hempe, Executive Director of Golden Sierra Workforce Investment Board, delivered a message from the governing body in opposition of the Nortec Nevada County merger, unless Nevada County acknowledged and paid for some un-funded liabilities in the Golden Sierra Local Area. However, Nevada County has stated in a letter to Golden Sierra that it felt the liabilities pertained to the agency and not the county. For this reason the governing body of Golden Sierra opposes the merger. Mr. Hempe also stated that they will continue to work with Nevada County on the various projects and planning that will be done in the future, however Golden Sierra opposed the Nevada County move to Nortec unless they address the un-funded liabilities that still exist.

Kirk Lindsey stated that the process becomes much simpler if Local Boards solve these issues themselves, in reference to the un-funded liabilities. That way the State board can address these local area modifications as straightforward as possible.

Stewart Knox asked what the next steps were in the Local Area Modification process.

Barbara Halsey stated that the un-funded liabilities are a local issue and not something the State Board should way in on. Further, the liabilities issue does not preclude the State Board from making a decision in regards to the request.

### **Discussion – State Board Meeting Agenda**

The State Board is looking at meeting on March 12, 2008. Barbara Halsey stated that one of the things she wanted to do for the board meeting is provide the Clusters of Opportunity Methodology training from 9:00am-12:00pm on March 12. She expressed her hope that it would give the private sector members of the State Board a better understanding of where the economy is going and the necessity of a new approach to decision making. Ms. Halsey said that she was attempting to secure Wes Jurey as a guest speaker at the State Board meeting.

The Department of Education board members also expressed interest in attending the State Workforce Investment Board meeting in order to discuss the Perkins Plan, however, Jaime Fall stated that because of the lack of a quorum, the action items on the days agenda would have to be moved to the full board meeting, which would limit the amount of time available for other business.

### **Public Comment**

There was no public comment.

### **Other Business**

Barbara Halsey stated that the National Association of Workforce Boards and the National Governor's Association will be meeting in Washington D.C. at the end of February.

Jamil Dada adjourned the meeting.

**Discussion:**

- **Future Direction of the State Board and Special Committees**

## **SPECIAL COMMITTEE ON ACCOUNTABILITY IN WORKFORCE INVESTMENTS**

### **Description**

This Special Committee on Accountability in Workforce Investments will focus on the workforce policy priority “*Ensuring the accountability of public and private workforce investments.*” The key workforce policy themes are related (with an emphasis on expanding services through partnerships) to the accountability, effectiveness, and efficiency of the workforce system at both the State and local levels.

### **Major Themes**

1. *Improving State and local coordination between partner agencies and programs.*

There is a lack of consistent, effective coordination between State agencies and departments that are responsible for workforce programs, and between those programs’ local representatives and Local Workforce Investment Boards (Local Board) and their One-Stop centers.

2. *Identifying and achieving administrative efficiencies and better service integration in California’s workforce system.*

California’s workforce system is complex, combining multiple programs and administrative and government entities in 50 Local Workforce Investment Areas (Local Area) to deliver a broad range of workforce-related services through over 240 One-Stop Career Centers. The administrative, infrastructure, and core services costs of such a system are substantial and are difficult to integrate and control due to the system’s complexity. The committee will thoroughly explore, on behalf of the Governor, the administrative, infrastructure, and core services costs within the system.

3. *Optimizing training and the availability of training funds.*

Both the federal Department of Labor and the California Labor and Workforce Development Agency have voiced concerns about the amount of Workforce Investment Act (WIA) funding that is made available through the workforce system for the provision of training. The committee can optimize the availability of training funds by promoting better coordination of State and local programs and services and by identifying administrative efficiencies and cost savings.

4. *Optimizing State- and local-level capacity building and technical assistance.*

The WIA requires that a portion of the Governor’s 15 Percent funds be used to provide technical assistance to, and allows a portion of the Governor’s 15 Percent funds to be used for capacity building with Local Boards and One-Stop systems and partners. The committee can assist in optimizing the provision of capacity building and technical assistance by collaborating with State and local partners to investigate the efficacy of the current strategies, systems, and funding.

### **Membership**

See attached roster



## **Meetings**

Conducted nine meetings between July, 2005 and March, 2007. Conducted one meeting in January, 2008.

## **Summary of Accomplishments**

- ✓ Developed and completed the One-Stop Career Center Certification system and strategy for implementation, developed and piloted the associated resource/technical assistance guide, and provided capacity building funding to the pilot Local Areas;
- ✓ Requested and received approval for the use of State Board administrative funds for local training and capacity building related to implementation of the One-Stop Career Center Certification process;
- ✓ Designed and implemented the One-Stop Career Center Cost Study as a necessary step in identifying and recommending administrative efficiencies and cost savings in the One-Stop Career Center system;
- ✓ Completed the One-Stop Career Center Cost Study and disseminated a report of the findings.
- ✓ Requested and received approval for a continuation and expansion of the One-Stop Career Center Cost Study.
- ✓ Established a Capacity Building Workgroup as a partnership between the State Board, the California Workforce Association (CWA), the Employment Development Department (EDD), the U.S. Department of Labor, and others to improve the use and application of capacity building resources through policy recommendations to the State Board;
- ✓ Received approval from the State Board for the draft policy framework for the State Board/EDD/CWA services integration initiative; and
- ✓ Successfully addressed the strategic planning questions (regarding accountability-related issues) “Where are we now?” and “Where do we want to be?”

## **Pending Work**

- ✓ Analyzing One-Stop Career Center Cost Study results with CSNU researchers and develop further findings from related to One Stop cost-sharing and administrative efficiencies;
- ✓ Overseeing the expanded and continuing One-Stop Career Center Cost Study in terms of formation of stakeholder workgroups to assist in developing further policy and management recommendations from the study results;
- ✓ Considering, approving, and forwarding policy recommendations applying the Cost Study methodology to the outcomes from the 12 One Stop Center learning labs that will pilot the services integration initiative;
- ✓ Overseeing the implementation of the One-Stop Career Center Certification process;
- ✓ Reviewing the implementation and effectiveness of the Performance Measures waiver approved by the DOL and exploring outcome-based performance measurement, including Return on Investment, for California’s workforce system; and
- ✓ Continuing to review and improve the use of capacity building resources.

## **SPECIAL COMMITTEE ON BUSINESS AND INDUSTRY**

### **Description**

This Special Committee on Business and Industry will focus on the workforce policy priority “Understanding and meeting the workforce needs of business and industry in order to prepare workers for 21<sup>st</sup> century jobs.”

### **Major Themes**

1. *Supporting and improving local business services.*

All Local Workforce Investment Boards (Local Boards) and their One-Stop systems provide business services of some type. The nature of those services, however, and the amount of service that is provided varies among Local Workforce Investment Areas (Local Area).

2. *Identifying and incorporating high-wage, high-growth jobs into career-oriented service strategies.*

California’s economy, which is based on innovation and entrepreneurship, requires a workforce that is continuously prepared with the knowledge, skills and aptitudes that businesses require. Essential to this objective, the State must be able to expand existing and identify new career paths for workers to transition to higher paying jobs.

3. *Maximizing promising practices information.*

The committee should explore methods to maximize the collection and dissemination of promising practices information, and methods for using promising practices information to inform policy. The close examination of promising practices and their imbedded principles may form the basis of policy discussions on a variety of subjects.

4. *Supporting California’s small businesses.*

Small businesses are essential parts of California’s regional economies and industry clusters, though they often have difficulty learning about and accessing the workforce systems’ services. The committee, then, as it explores issues with and strategies for preparing California’s workers for 21<sup>st</sup> century jobs, should give specific attention to and careful consideration of the needs of small businesses and the critical roles they play in California’s economic stability and growth.

### **Membership**

See attached roster

## Meetings

Conducted nine meetings between July, 2005 and March, 2007. Conducted one meeting in January, 2008.

## Summary of Accomplishments

- ✓ Developed a vision statement for business services to guide the development of locally driven visions and strategic planning. This vision statement is now a part of the State guidance for WIA mandated Local Plans.
- ✓ Developed Business Service Criteria to assist Local Boards in assessing the quality and relevance of their business services and in guiding the development of services accordingly. This work was a major catalyst for the State's soon to be implemented One-Stop Certification Process.
- ✓ Established partnerships with the California Association for Local Economic Development (CALED) and California Manufacturers and Technology Association (CMTA) and conducted joint surveys with these organizations that have allowed the State to gain insight into the needs of their respective memberships. For example:
  - The CMTA survey results emphasized that the need for a skilled workforce is of great concern to our State's industries, and a greater concern for the future.
  - The CALED survey provided opportunity for leadership and partnerships around economic and workforce development.
- ✓ The Committee based upon the results of the CALED survey, conducted seven Workforce and Economic Development Regional Forums (Forums) between May to December 2006. The Committee in partnership with CALED, California Workforce Association, Employment Training Panel, Chabin Concepts, and California Community Colleges conducted Forums to further the very important partnerships around economic and workforce development issues.
- ✓ Enhanced the **Governors** WIA 15 Percent discretionary funding priority for high-wage and high-growth jobs. We defined high-wage and high-growth, and more importantly, we identified tools that workforce development intermediaries can utilize to identify those training opportunities that will provide Californians opportunities to enter into high-wage career paths and provide our high-growth industries those all-to-important skilled workers.

## Pending Work

The *Workforce and Economic Development Regional Forums* report was to be finalized and approved by the Committee as a resource for furthering the objective of strengthening the linkage between workforce development, education, and economic development.

## SPECIAL COMMITTEE ON LIFELONG LEARNING

### Description

This Special Committee on Lifelong Learning will focus on the workforce policy priority “*Collaborating to improve California’s educational system at all levels.*” The key workforce policy themes are related (with an emphasis on collaboration and lifelong learning) to the pivotal role that California’s educational system, at all levels, performs in providing current and future workers with lifelong-learning opportunities that are aligned with the needs of the new and changing economy.

### Major Themes

1. *Improving career technical and vocational education.*

Improving formal workforce education should be viewed synonymously with expanding career technical and vocational education and aligning them with the workforce needs of the new economy.

2. *Improving WIA Youth services, focusing on those youth most in need.*

Consistent with national direction provided by the U.S. Department of Labor (DOL), the California Workforce Investment Board (State Board) must provide guidance and support to Local Workforce Investment Boards (Local Board) in their efforts to identify and address the needs of youth most in need.

3. *Addressing literacy needs.*

Inadequate levels of education and literacy are barriers for many Californians in obtaining adequate employment, achieving self-sufficiency, and advancing in careers. The committee should consider developing guidance on collaborating more effectively with Adult Education and Family Literacy Program providers and other education partners to address literacy barriers among California’s workforce.

4. *Addressing apprenticeship programs.*

Apprenticeship training programs are critical partners in expanding career technical education; connecting youth to the workplace; in youth achieving their academic goals; and in ensuring that current and future workers are prepared to meet the needs of business and industries vital to California’s economy.

5. *Addressing lifelong learning.*

In the innovative, rapidly changing 21<sup>st</sup> century global economy, an active engagement in lifelong learning is necessary for workers to continually prepare for meeting the skill, aptitude, and knowledge needs of business and industry.

### Membership

See attached roster

## **Summary of Accomplishments**

- ✓ Developed a vision statement for lifelong learning as a first step in providing guidance to Local Boards and local partners in promoting and improving access to lifelong learning through the workforce system;
- ✓ Implemented the vision statement for lifelong learning through Local Planning Guidance;
- ✓ Developed the 2006 SFP for disseminating At-Risk Youth (High Concentrations of Eligible Youth) funding;
- ✓ Developed the Pre-Vocational Education SFP in 2006 for disseminating Governor's 15 Percent funds targeted for establishing local, pre-vocational programs;
- ✓ Developed, with the California Community Colleges Chancellor's Office (CCCCO), the concept for Career Advancement Academies as community college/workforce partnerships to serve out-of-school and older youth and young adults with basic skills training, support services, and industry-based training for advancement into careers, and developed principles for workforce/education collaboration that were incorporated in the Career Advancement Academy pilots;
- ✓ Assisted in developing and conducting a series of Apprenticeship Forums led by the State Board and the CCCCCO in 2007 through an interagency agreement;
- ✓ Assisted with California Department of Education (CDE) partnership academies through an interagency agreement;
- ✓ Re-established the State Youth Vision Team under committee leadership as a collaborative approach among youth-serving entities for implementing DOL's vision statement for serving the neediest youth, and to assist the committee with WIA youth program and youth council issues;
- ✓ Collaborated with the Special Committee on Targeting Resources to develop a policy framework for Strategic Workforce Partnerships and sector initiatives;
- ✓ Engaged in CDE/CCCCO development of the new Perkins Plan through an assigned Board/committee member seated on the plan's advisory group; and
- ✓ Successfully addressed the strategic planning questions (regarding youth services and education) "Where are we now?" and "Where do we want to be?".

## **Meetings**

Conducted seven full committee meetings, with quorums, between July, 2005 and March, 2007.

## **Pending Work**

- ✓ Continuing to address apprenticeship programs, including High Road labor/management initiatives, as a vital pipeline in workforce development;
- ✓ Reviewing and assessing Career Advancement Academies as model "bridge" programs;
- ✓ Analyzing opportunities in the Perkins Plan for better collaboration and sharing of resources;
- ✓ Addressing literacy services;
- ✓ Developing the SFP for this year's High Concentrations of Eligible Youth funding;
- ✓ Directing and guiding the State Youth Vision Team;
- ✓ Analyzing how new State Board strategy and direction can be applied to and positively effect lifelong learning, education, and youth (including engaging with business and organized labor on developing effective strategies that will help the workforce meet the needs of emerging occupational sectors, such as in green technology)
- ✓ Collaborating with the CDE and the CCCCCO on SB70 spending and initiatives for Career Technical Education.

## SPECIAL COMMITTEE ON TARGETING RESOURCES

### Description

This Special Committee on Targeting Resources will focus on the workforce policy priority “*Targeting limited resources to areas where they can have the greatest economic impact.*” The key workforce policy themes are related (with an emphasis on preparing workers) to the targeting of workforce resources to special workforce populations, industries, businesses, workforce services, and geographical areas that will have the greatest economic impact for the State.

### Major Themes

1. *Advancing workers with barriers to employment*

Significant segments of California’s workforce, regardless of their skill levels, face barriers to achieving and maintaining employment, while many businesses are unable to find both entry-level and skilled workers to fill available jobs.

2. *Investing resources in vital industries with statewide labor shortages*

Specific industry sectors are experiencing shortages of workers and others are experiencing rapid growth that, in part, depends upon a skilled workforce prepared to fill the jobs that are being created. The committee should provide leadership in this area by exploring initiatives using federal grant and Governor’s 15 Percent discretionary funds to promote collaboration.

3. *Continuing to improve State and local economic and labor market data*

There is a need to explore new and innovative ways for collecting, analyzing, and disseminating more complete and timely economic and labor market information that will assist State and local planners in identifying future labor shortages; current and future high-wage, high-growth occupations; and skill gaps.

4. *Targeting resources to programs, services, industries, businesses, and areas of the State that will have the most economic impact.*

In an effort to maximize limited resources, the Governor adopted criteria to concentrate 15 Percent discretionary funding on high-wage, high-skilled jobs; advancing workers with barriers to employment; and industries with statewide labor shortages. The committee should continue to identify and explore other priorities for these funds.

### Membership

See attached roster

## **Accomplishments**

- ✓ Developed an “advancing minimum wage workers” category in the 2006-7 SFP for Governor’s 15 Percent WIA funds; recommended revision of the SFP to require coordination with local WIA plans and the leveraging of non-WIA funds for all funding categories, and recommended the Logistics Industry sector as critical industry with a shortage of workers;
- ✓ Partnered with a State Board/committee member to sponsor and conduct the Labor Market Information Best Practices Forum in Orange County;
- ✓ Provided technical assistance to and support for the California Community Colleges Chancellor’s Office efforts to obtain a \$5 Million DOL grant for establishing the California Logistics Institute;
- ✓ Jointly developed, with the Special Committee on Lifelong Learning, a Policy Framework for Strategic (sectoral) Partnerships in Workforce Investment;
- ✓ Partnered with the EDD to revise the Eligible Training Provider List directive to remove subsequent eligibility provisions;
- ✓ Received presentations from the LMID and the California Regional Economies Project about available economic and labor market information, steps that have been taken to gather more of it and make it more accessible, relationship to the Regional Economies Project’s Industry Clusters of Opportunity methodology for establishing local and regional sector initiatives; and
- ✓ Successfully addressed the strategic planning questions (regarding resource targeting) “Where are we now?” and “Where do we want to be?”.

## **Meetings**

Conducted seven meetings between July, 2005 and March, 2007.

## **Pending Work**

- ✓ Using of the Policy Framework for Strategic Partnerships in Workforce Investment to inform future program and service design activities of the State Board and its special committees;
- ✓ Continuing development of an initiative to test innovative strategies in regional planning, new strategies to leverage funds, determining the best ways for leveraging multiple funding streams around key industry sectors, and recommending new language for future WIA SFPs;
- ✓ Working with the Industry Clusters of Opportunity initiative to improve the use of data for local planning and service delivery to clients;
- ✓ Maximizing the use of federal and state funds (e.g., TAA and ETP) at the local level and evaluating resulting collaborative activities;
- ✓ Following up on sustainability through Governor’s 15 Percent projects after WIA funds have been exhausted;
- ✓ Focusing on alleviating local planning overlap, labor market information duplication, and resource barriers;
- ✓ Analyzing and recommending the elimination of regulatory restrictions where feasible;

## California Workforce Investment Board Special Committee Rosters

### **Business and Industry**

Jamil Dada, Chair  
Senior Financial Manager, Provident Bank

Stewart Knox, Vice Chair  
North Central Counties Consortium,  
Executive Director

Audrey Taylor, Board Member  
President and CEO, Chabin Concepts,  
Incorporated

Charlie Brown  
Executive Director, Northern Rural  
Training & Employment Consortium

Ed Munoz  
Chief Governmental Affairs Officer,  
Raytheon Company

Frances Laskey  
Director of Human Services, Berkeley  
Policy Associates

Jerry Butkiewicz  
Secretary-Treasurer, San Diego-Imperial  
Counties Labor Council

John Prentiss  
Specialist, California Community  
Colleges, Chancellor's Office

Norris Bishton  
Attorney, NOARUS Auto Group

Paul Saldana  
President, Tulare County Economic  
Development Corporation

T. Warren Jackson  
Vice President, Hughes Electronic  
Corporation

Willie Washington

Consultant, California Manufacturers  
Technology Association

### **Recent Members**

Jerry Butkiewicz (San Diego Council)  
(resigned Board position)

### **Targeting Resources**

Tim Rainey - Interim Chair  
California Labor Federation, AFL-CIO

David Villarino for Arturo Rodriguez  
President, United Farm Workers of  
America, AFL-CIO

Dwight Nixon  
Regional Vice President, Hub Group,  
Inc.

Jacqueline Debets  
Director, Humboldt County Community  
Development Services, Economic  
Development Division

Jim Koontz for Richard Mendlen  
Kennon S. Shea and Associates

Linda Summers for Miguel Pulido  
Mayor, City of Santa Ana

Mike Curran - Vice Chair  
Director, North Valley Job Training  
Consortium (NOVA)

Wayne Schell  
President/CEO, California Association  
for Local Economic Development  
(CALED)

**Recent Members**

Senator Alarcon's office (termed out)

Dwight Nixon (Hub Group) relocated  
out of state



## Special Committee Rosters (cont.)

Jerry Butkiewitz (San Diego Council)  
(resigned Board position)  
Barry Seklik (UnderSecretary BTH –  
retired to private sector) Board member

### **Lifelong Learning**

Jose Millan – Interim Chair  
Vice Chancellor,  
Chancellor Office of the CA Community  
Colleges

Bob Balgenorth  
President, State Building and  
Construction Trades Council of  
California

Emma Gonzalez  
County of San Mateo, Human Services  
Supervisor

Faye Huang  
Asian Pacific Consulting, CEO

Frank J. Quintero  
Member, Glendale City Council

Gayle Pacheco  
President, Western Hardware Company

Joseph Werner  
Executive Director, Monterey  
Workforce Investment Board

Kathleen Milnes  
The Entertainment Institute,  
President/Ceo

Kathy Kossick  
Executive Director, Sacramento  
Employment and Training Agency

Kenneth Burt  
Political Director, California Federation  
of Teachers

Pat Ainsworth  
Director, Secondary, Postsecondary, and  
Adult Leadership Division, California  
Department of Education

Phillip Starr  
Hollywood Work Source, Executive  
Director

Stella Premo  
California Restaurant Association  
Educational Foundation, Executive  
Director

Victor M. Franco  
Vice President, Community Relations,  
NBC/Telemundo 52 - Los Angeles

### **Recent Members**

Mark Drummond (Resigned from  
Chancellor position) (California  
Community Colleges)  
David Rattray (Inactive) (Los Angeles  
Chamber of Commerce)  
Monica Poindexter, (Inactive)  
(Genentech)  
Ray Reinhard (Inactive) (Secretary of  
Education Office)

### **Accountability in Workforce Investments**

Kirk Lindsey, Board Member - Chair  
Brite Transport Systems, President

Kim Smith  
Director, Economic Development,  
Employment Training Panel

Cynthia Amador, Board Member  
President and CEO, CHARO  
Community Development Corporation

Gayle Pacheco, Board Member  
President, Western Hardware Company

## **Special Committee Rosters (cont.)**

James Shelby, Board Member  
President and CEO, Greater Sacramento  
Urban League

Jan Vogel, Board Member Designee  
Executive Director, South Bay  
Workforce Investment Board

John Hooper, III  
Legislative Advocate, California  
Chamber of Commerce

Patrick W. Henning, Sr., Board Member  
California Employment Development  
Department, Director

Rona Sherriff  
Senate Office of Research, Consultant

### Recent Members

Jerald Dunn (Resigned from Committee)  
(Sonoma County Workforce Investment  
Board)

Charles Lundberg  
Director, Economic Development,  
Employment Training Panel

**Public Comment**

**Other Business**